

**SKILLS FRAMEWORK FOR RETAIL
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Business Continuity Management					
TSC	Business Continuity Planning					
TSC Description	Develop business continuity plans and lead the organisation to determine business imperatives that must be addressed in the event of crisis situations					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			RET-BCM-3002-1.1	RET-BCM-4002-1.1	RET-BCM-5002-1.1	RET-BCM-6002-1.1
			Assist to develop business continuity plans and recommend refinements to the developed plans in consultation with relevant stakeholders.	Evaluate key risk indicators and their implications on crisis response and recovery activities and manage organisational resources	Oversee synergies between business continuity plans across functions and consider practical options to maintain business critical operations based on outcomes of the crisis assessment and key risk indicators	Endorse business continuity plans and provide guidance to determine business imperatives that must be addressed or continued in the event of crisis situations
Knowledge			<ul style="list-style-type: none"> Business continuity strategies, policies and plans Facilitation techniques in the development of business continuity plans Types of disruptive events Formal exercise and plan testing documentation requirements Problem-solving steps in developing business continuity strategies 	<ul style="list-style-type: none"> Business continuity strategies, policies and plans Key risk indicators of disruptive events Business continuity management practice principles Components of incident response plans Components of business continuity plans Components of crisis management plans Change management techniques 	<ul style="list-style-type: none"> Business continuity planning guidelines Management of crisis response and recovery activities Methods of conducting business continuity testing on infrastructure and critical business applications Types of business continuity plan audits Documentation requirements related to business continuity planning 	<ul style="list-style-type: none"> Objectives and scope of business continuity management Leading practices in business continuity management within the industry Design principles of the business continuity frameworks Resources available for business continuity management Business continuity framework, policies, strategies and plans Maturity levels of business continuity management framework
Abilities			<ul style="list-style-type: none"> Support the development of business continuity plans Recommend refinements to the business continuity plans Apply facilitation techniques to support development of business continuity strategies Interpret business continuity strategies and assist in the development 	<ul style="list-style-type: none"> Analyse key risk indicators and their implications on crisis response and recovery activities for business continuity strategies, policies and plans development Utilise key risk indicators of disruptive events to inform and activate crisis response and recovery activities 	<ul style="list-style-type: none"> Define objectives of business continuity plans Develop business continuity strategies, policies and plans Define synergies between business continuity plans across business functions Conduct periodic exercising of crisis response and recovery activities and periodic auditing of business 	<ul style="list-style-type: none"> Articulate key principles to guide the design of the business continuity planning framework Endorse business continuity strategies, policies and plans Align business continuity plans with business strategies Ensure business continuity plans and crisis management plans are

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			<p>of business continuity plans to support business continuity management</p> <ul style="list-style-type: none"> • Recommend refinements to business continuity strategies and business continuity plans in consultation with relevant stakeholders to enhance effectiveness of business continuity management 	<ul style="list-style-type: none"> • Prioritise the resources available in the organisation to support business continuity plans • Interpret crisis assessment documentation to contribute to business continuity plans • Identify critical business functions and their inter-dependencies during disruptive events • Identify and manage synergies between incident response plans, crisis management plans, business continuity plans and organisational operational plans 	<p>continuity plans in consultation with relevant stakeholders</p>	<p>aligned to business continuity strategies to ensure organisational effectiveness in responding to disruptive events</p> <ul style="list-style-type: none"> • Approve business continuity framework, policies, strategies and plans for implementation • Provide oversight to business continuity management within the organisation to ensure rapid responses during disruptive events • Advocate regular review of business continuity framework, strategies, policies and plans to seek improvements that enhance organisational effectiveness in business continuity and crisis management in execution of crisis management plans
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